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PERFORMANCE PLANNING AND REVIEW FORM

NAME: MR. HOWARD HENRY		DIVISION/DEPARTMENT: MEDICAL RESEARCH 982	
JOB TITLE: CHEMIST	REVIEW PERIOD: Mo/Yr. 8/93 to Mo/Yr. 11/93	EMPLOYEE SOCIAL SECURITY NO.: 124/62/2014	

Review the Manager's Guide before preparing this form.

I. PERFORMANCE PLAN AND RESULTS

1. List the 5-7 planned major responsibilities/objectives and how they will be measured in Section IA. Indicate the expected completion date. (You may attach additional pages, if needed.)
2. Note any changes to the plan during the appraisal period in Section IC.
3. At the end of the period, record what was accomplished in each planned area in Section IB, noting the reasons outside the employee's control which affected the attainment of results; then rate the performance (E = Exceeded; A = Achieved; P = In Progress; N = Not Achieved). Also note any unanticipated accomplishments.

A. Performance Plan	B. Results Achieved	Rating
1. OPTIMIZE PROCESS FOR MALONATION STEP OF BETA 3 AGONIST SYNTHESIS. STUDY EFFECT OF PROCESS VARIABLES (TIME, TEMPERATURE, SOLVENT) ON YIELD, PURITY ONGOING THRU 11/93.	1. MALONATION PROCESS IMPROVED SIGNIFICANTLY (10% INCREASE) AND PROCESS CARRIED OUT IN PILOT PLANT OPERATION.	E
2. ISSUE REPORT SUMMARIZING RESULT OF PROCESS OPTIMIZATION STUDY. BY 11/93.	2. COMPLETE REPORT OF MALONATION STUDY IN PROGRESS. DELAYED DUE TO PRIORIT CHANGE ON DEMETHYLATION STEP.	P
3. ASSIST IN THE PREPARATION OF NEW CLINICAL LEADS AS REQUIRED ONGOING THRU 11/93.	3. ASSISTED IN THE PREPARATION OF 9DMGDOA9 AND VASOPRESSIN ANTAGONISTS TO ASSURE TIMELY COMPLETION.	A
4. EVALUATE AND IMPROVE SYNTHETIC ^{NEW} SYNTHETIC METHODS FOR NEW CLINICAL LEADS JH 8/12/93	4. PRIORITY GIVEN TO BETA 3 AGONIST LEAD. ALL OTHER ACTIVITIES SUSPENDED UNTIL TIME AVAILABLE.	N

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A. Performance Plan	B. Results Achieved	Rating

C. Changes to the Plan

II. ANALYSIS OF PERFORMANCE SKILLS

Review the list of skills on the next page and rate the employee: A = Strength; B = Meets Requirements; or C = Needs Improvement. Leave blank if not applicable.

After rating all applicable skills, briefly explain below any skills rated as needing improvement.

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PERFORMANCE SKILLS CHECKLIST (Leave blank if not applicable)									
A = Strength			B = Meets Requirements			C = Needs Improvement			
	A	B	C		A	B	C		
KNOWS THE JOB				GETS THE JOB DONE					
Understands job requirements, skills, and procedures		X		Takes reasonable risks to achieve results		X			
Keeps current in job-related knowledge		X		Follows up on planned work		X			
Knows our industry and products		X		Meets deadlines		X			
WORKS WITH OTHERS				Produces quality work	X				
Works effectively as member of a team	X			Gives necessary attention to accuracy and detail		X			
Helps others with work-related problems		X		Knows and applies good knowledge of personnel policies		X			
Gains the cooperation of others		X		Produces required quantity of work		X			
Keeps superior and others informed		X		Exercises good judgment		X			
MANAGES THE WORK				Finds innovative approaches		X			
Actively promotes safe conditions and procedures		X		MANAGEMENT AND DEVELOPMENT OF STAFF (For managerial employees only)					
Identifies, analyzes, recommends solutions to problems		X		Provides regular and constructive performance feedback					
Sets demanding but realistic goals and work plans		X		Prepares timely and thorough performance appraisals					
Establishes sound priorities for work		X		Makes training and other resources available to help employees develop					
Keeps on top of unit performance <i>N.A.</i>				Works within spirit and policy of EEO and Affirmative Action					
Monitors and operates within budget and other controls		X		Leads staff through example					
Manages time effectively		X		Develops subordinates					
COMMUNICATIONS				Involves employees in issues affecting them					
Listens and demonstrates understanding of information	X			Helps subordinates set challenging but realistic objectives					
Writes clearly and convincingly		X		Provides coaching and counseling					
Speaks clearly and convincingly		X		Encourages teamwork					
ADDITIONAL SKILLS				Informs employees of department/division/company information					
				Actively supports "Statement of Business Purpose"					

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III. IMPROVEMENT, TRAINING, AND DEVELOPMENT PLAN

Develop this plan during the review discussion with the employee. The plan should build on strengths and/or focus on areas requiring improvement.

Objective	Plan of Action and Who Is Responsible	Timing

IV. OVERALL PERFORMANCE EVALUATION

On the basis of the preceding evaluation of performance against job responsibilities and objectives, and performance skills, rate this employee's performance during this review period.

- ☐ **Superior Performance** Work performed shows extraordinary and exceptional accomplishments on a consistent basis. Results far above normal requirements of the position. If employee manages others, demonstrates outstanding abilities to manage and develop a staff.
- ☒ **Quality Performance** Work performed represents a level of quality performance expected of American Cyanamid employees. Work may frequently exceed or occasionally fall below standards set for it and still fit within this rating. This rating represents a broad range of acceptable performance.
- ☐ **Performance That Needs Improvement** Work performed indicates a pattern of shortfalls that require improvement if the employee is to remain in this job. (If this rating is assigned, use the Performance Improvement and Development Plan to indicate what will be done to try to upgrade performance and the time-frame for this plan.)

V. EMPLOYEE COMMENTS ABOUT CAREER INTERESTS**VI. COMMENTS AND SIGNATURES**

Employee's Signature: Your signature indicates that you have seen, reviewed, and discussed this appraisal with your manager and you have been given an opportunity to add your comments.

Employee Signature: *David M. Blum*

12/8/93

Date

Appraised by (Manager): Signature

12/8/93

Date

Reviewed by (Next level Manager): Signature

12/22/93

Date

Comments: This space is provided for any additional job-related comments by the employee, manager, or reviewer. Attach additional pages if needed.

Performance plan reflects a 4 month period. Mr. Henry has demonstrated active interest in process development and will continue to enhance knowledge and skills in this area. David M. Blum 12/8/93.

D-00115



PERFORMANCE PLANNING AND REVIEW FORM

NAME: <i>Howard Henry</i>		DIVISION/DEPARTMENT: <i>Medical Research 982</i>	
JOB TITLE: <i>Chemist</i>	REVIEW PERIOD: Mo/Yr to Mo/Yr <i>11/93 11/94</i>	EMPLOYEE SOCIAL SECURITY NO.: <i>124 162 12014</i>	

Review the Manager's Guide before preparing this form.

I. PERFORMANCE PLAN AND RESULTS

1. List the 5-7 planned major responsibilities/objectives and how they will be measured in Section IA. Indicate the expected completion date. (You may attach additional pages, if needed.)
2. Note any changes to the plan during the appraisal period in Section IC.
3. At the end of the period, record what was accomplished in each planned area in Section IB, noting the reasons outside the employee's control which affected the attainment of results; then rate the performance (E = Exceeded; A = Achieved; P = In Progress; N = Not Achieved). Also note any unanticipated accomplishments.

A. Performance Plan	B. Results Achieved	Rating
1. Assist in the scale-up & production of Beta-3 agonist, CL316,243, to produce bulk drug as required. 30/Kg a month beginning 3/94.		
2. Evaluate & improve synthesis of Beta-3 agonist for continued improvements. On going thru 11/94		
3. Assist in completion of all batch records for CL316,243 production to comply with GMP. On going thru 11/94.		
4. Assist in the scaleup & campaign production of clinical leads as required. On going thru 11/94.		
5. Acquire working knowledge of Waters 2000 LC system & apply to synthesis of all clinical leads. By 11/94		

*St. J. 12/15/93.
ORC 12/15/93*

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PERFORMANCE PLANNING AND REVIEW FORM

NAME: Mr. Howard Henry	DIVISION/DEPARTMENT MRD - 982
JOB TITLE: Chemist	REVIEW PERIOD 11/93 - 11/94
EMPLOYEE SOCIAL SECURITY NO. 124-62-2014	

Review the Manager's Guide before preparing this form.

I. PERFORMANCE PLAN AND RESULTS

1. List the 5-7 planned major responsibilities/objectives and how they will be measured in Section 1A. Indicate the expected completion date. (You may attach additional pages, if needed)
2. Note any changes to the plan during the appraisal period in Section 1C.
3. At the end of the period, record what was accomplished in each planned area in Section 1B, noting the reasons outside the employee's control which affected the attainment of results; then rate the performance (E-Exceeded; A-Achieved; P-In Progress; N-Not Achieved). Also note any unanticipated accomplishments or circumstances in Section 1D.

A. Performance Plan Objective(s)	B. Results Achieved	Rating
1. Assist in the scale-up and production of Beta-3 agonist, CL 316,243, to produce bulk drug as required. 30 kg a month beginning 3/94.	1. Assisted in the scale-up of CL 316,243 at Stamford from 3/94 till 6/94. During this time provided coverage for pilot plant runs and conducted pivotal use tests. Responsible for milling ~90 kg of CL 316,243 in prep lab.	A
2. Evaluate and improve synthesis of Beta-3 agonist for continued improvements. Ongoing through 11/94.	2. Investigated mechanism of boron tribromide reaction and evaluated reasons for batch failure (11/93-6/94).	A
3. Assist in completion of all batch records for CL 316,243 production to comply with GMP. Ongoing through 11/94.	3. Helped in completion of batch records to comply with GMP requirements. Provided all documentation for all batches milled (11/93-6/94).	A
4. Assist in the scale-up and campaign production of clinical leads as required. Ongoing through 11/94.	4. Assisted in the production of CL 191,638 (6/94-present). Prepared material used in synthesis of first 100 g batch; current campaign on schedule for mid-January delivery. Helped coordinate activities of temporary employees in 69G prep lab.	A
5. Acquire working knowledge of Waters 2000 LC system and apply to synthesis of all clinical leads. By 11/94.	5. Priority given to other development projects. Postponed learning HPLC system till later date.	N

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November 93 - November 94

A. Performance Plan Objective(s)	B. Results Achieved	Rating
6. Evaluate and improve large scale synthesis of Oral Carbapenam lead CL 191,638. Ongoing 6/94 - present.	6. Recognized and implemented several improvements in the synthesis of CL 191,638 resulting in higher yields and better purities for the early intermediates.	E
7.		
8.		
9.		
10.		

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Howard Henry

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November 93 - November 94

A. Personal Development Objective(s)	B. Results Achieved	Rating
Continue to improve communication skills. Present work at department meeting.		
Acquire wrking knowledge of Waters 2000 LC system and REACT-IR.		

C. CHANGES TO THE PLAN**D. Manager Comments on Individual Performance****II. ANALYSIS OF PERFORMANCE SKILLS**

Review the list of skills on the next page and rate the employee:

A–Strength; B–Meets Requirements; or C–Needs Improvement.
 Leave blank if not applicable.

After rating all applicable skills, briefly explain below any skills rated as needing improvement.

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Howard Henry

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November 93 - November 94

PERFORMANCE SKILLS CHECKLIST (Leave blank if not applicable)

A = Strength

B = Meets Requirements

C = Needs Improvement

	A	B	C		A	B	C
QUALITY/CUSTOMER ORIENTATION				KNOWS THE JOB			
Seeks & responds to customer needs		X		Understands job requirements, skills, & procedures	X		
Measures progress & implements contingencies		X		Keeps current in job-related knowledge		X	
Keeps on top of unit performance		X		Knows our industry & products		X	
Gives necessary attention to accuracy & detail		X		MANAGES THE WORK PROCESS			
Produces quality work - provides desired results & meets deadlines		X		Actively promotes safe conditions & procedures	X		
Challenges the status quo & suggests creative approaches	X			Sets challenging but realistic goals & work plans		X	
Implements improvements & innovations	X			Establishes sound priorities for work		X	
TEAMWORK				GETS THE JOB DONE			
Solicits & shares information needed by team members		X		Monitors & operates within budget & other controls		X	
Helps others with work-related problems	X			Manages time effectively	X		
Respects & appreciates the diversity of colleagues & their ideas	X			Anticipates problems & makes contingency plans		X	
Gains the cooperation of others	X			Considers alternatives & consequences when making decisions		X	
Keeps superior and others informed		X		Takes reasonable risks to achieve results		X	
COMMUNICATIONS				ADDITIONAL SKILLS			
Listens & demonstrates understanding of information		X		Follows up on planned work		X	
Solicits & responds positively to constructive feedback	X			Produces required quantity of work		X	
Writes clearly and concisely		X					
Speaks clearly and concisely		X					

MANAGEMENT AND DEVELOPMENT OF STAFF (For Managerial employees only)

	A	B	C		A	B	C
SUPPORT AND EMPOWERMENT				DIRECTION AND GUIDANCE			
Involves employees in issues affecting them				Leads staff through example			
Provides regular & constructive performance feedback & coaching				Informs staff of relevant Dept./Div./Company information			
Makes training & other resources available to help employees develop				Helps subordinates set objectives that are challenging yet feasible			
Develops subordinates by delegating tasks down to the appropriate level				Asks staff for new ideas & to apply innovative work methods			
Encourages & capitalizes on individual diversity within the staff				Prepares timely & thorough performance appraisals			
Encourages subordinates to share information & help each other				Knows & applies Personnel Policies			

Describe & comment on the Managers "empowerment" of his/her staff.

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Howard Henry

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November 93 - November 94

III. OVERALL PERFORMANCE EVALUATION

On the basis of the preceding evaluation of performance against job responsibilities and objectives, rate this employee's performance during this review period.

- ☐ **S Superior Performance** Work performed shows extraordinary and exceptional accomplishments on a consistent basis. Results far above normal requirements of the position. If employee manages others, demonstrates outstanding abilities to manage and develop a staff.
- ☐ **Q+ Quality** Performance *frequently* exceeds while fully meeting expectations.
- ☒ **Q Performance** Performance meets and *sometimes* exceeds expectations. This is a performance expected of all Cyanamid employees.
- ☐ **Q-** Performance usually meets but *sometimes* falls below requirements for the job
- ☐ **N Performance That Needs Improvement** Work performed indicates a pattern of shortfalls that require improvement if the employee is to remain in this job. (If this rating is assigned, use the Personal Development Objective(s) to indicate what will be done to try to upgrade performance and the time-frame for this plan).

IV. EMPLOYEE COMMENTS ABOUT CAREER INTERESTS

To further acquire knowledge in the field of Chemistry & Engineering. (S) To gain a master Degree in Chem Eng. S-H O/C 12/20/94

V. COMMENTS AND SIGNATURES

Employee's Signature: Your signature indicates that you have seen, reviewed, and discussed this appraisal with your manager and you have been given an opportunity to add your comments.

Employee: Signature

12/20/94
Date

Appraised by (Manager): Signature

12/20/94
Date

Reviewed by (Next level Manager): Signature

11/4/95
Date

Comments: This space is provided for any additional job-related comments by the employee, manager, or reviewer. (Attach additional pages if needed).

No Comment S-H O/C 12/20/94

NA7845-RR11/94

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PERFORMANCE PLANNING AND REVIEW FORM

NAME: <div style="text-align: center; font-weight: bold;">Howard Henry</div>	DIVISION/DEPARTMENT <div style="text-align: center; font-weight: bold;">W-AR- 982</div>		
JOB TITLE: <div style="text-align: center; font-weight: bold;">Chemist</div>	<table style="width: 100%;"> <tr> <td style="width: 50%; text-align: center;"> REVIEW PERIOD <div style="text-align: center;">12/94- 8/95</div> </td> <td style="width: 50%; text-align: center;"> EMPLOYEE SOCIAL SECURITY NO. <div style="text-align: center;">124-62-2014</div> </td> </tr> </table>	REVIEW PERIOD <div style="text-align: center;">12/94- 8/95</div>	EMPLOYEE SOCIAL SECURITY NO. <div style="text-align: center;">124-62-2014</div>
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Review the Manager's Guide before preparing this form.

I. PERFORMANCE PLAN AND RESULTS

1. List the 5-7 planned major responsibilities/objectives and how they will be measured in Section 1A. Indicate the expected completion date. (You may attach additional pages, if needed)
2. Note any changes to the plan during the appraisal period in Section 1C.
3. At the end of the period, record what was accomplished in each planned area in Section 1B, noting the reasons outside the employee's control which affected the attainment of results; then rate the performance (E-Exceeded; A-Achieved; P-In Progress; N-Not Achieved). Also note any unanticipated accomplishments or circumstances in Section 1D.

A. Performance Plan Objective(s)	B. Results Achieved	Rating
1. Assist in development and production of Oral Carbapenem lead CL 191,638 as required.	As required worked on several synthetic steps in the Kilolab to ensure preparation of 25 kg of CL 191,086 and kilogram quantities of pendant CL 192,287.	A
2. Evaluate and improve the synthesis of pendant used in production of Oral Carbapenem lead CL 191,638.	Implemented several changes in the process for formation of CL 191,058, a key intermediate. These changes resulted in improved yields and purities (80% to 95%).	E
3. Assure all steps in the synthesis of CL 191,638 are conducted in accordance with GMP guidelines. Supply documentation as necessary.	Assured all Kilolab steps were conducted according to GMP guidelines. Kept accurate documentation for all steps.	A
4. Evaluate and improve the process for of CL 192,363. Suggest and implement changes necessary for additional scale-up.	Evaluated several potential changes for formation of CL 192,363. Implemented and scaled-up reverse addition process to avoid problems of reaction variability.	A
5. Assist in development and production of carbapenem lead CL 191,983 as required.	Currently assisting in scale-up of CL 191,983. Initiated new campaign for preparation of 1 kg by January, 1996.	IP

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Howard Henry

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December 1994 - August 1995

A. Personal Development Objective(s)	B. Results Achieved	Rating
1. Participate in courses to improve knowledge of chemical reaction scale-up.	1. Attended course on "Basic Principles in Chemical Engineering". On own time is pursuing a degree in Chemical Engineering.	E

C. CHANGES TO THE PLAN**D. Manager Comments on Individual Performance****II. ANALYSIS OF PERFORMANCE SKILLS**

Review the list of skills on the next page and rate the employee:

A—Strength; B—Meets Requirements; or C—Needs Improvement.
 Leave blank if not applicable.

After rating all applicable skills, briefly explain below any skills rated as needing improvement.

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Howard Henry

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PERFORMANCE SKILLS CHECKLIST (Leave blank if not applicable)

A = Strength

B = Meets Requirements

C = Needs Improvement

	A	B	C		A	B	C
QUALITY/CUSTOMER ORIENTATION				KNOWS THE JOB			
Seeks & responds to customer needs	X			Understands job requirements, skills, & procedures	X		
Measures progress & implements contingencies. Keeps on top of unit performance		X		Keeps current in job-related knowledge		X	
Gives necessary attention to accuracy & detail		X		Knows our industry & products		X	
Produces quality work - provides desired results & meets deadlines		X		MANAGES THE WORK PROCESS			
Challenges the status quo & suggests creative approaches		X		Actively promotes safe conditions & procedures		X	
Implements improvements & innovations	X			Sets challenging but realistic goals & work plans		X	
TEAMWORK				Establishes sound priorities for work		X	
Solicits & shares information needed by team members	X			Monitors & operates within budget & other controls	NA		
Helps others with work-related problems	X			GETS THE JOB DONE			
Respects & appreciates the diversity of colleagues & their ideas		X		Manages time effectively	X		
Gains the cooperation of others	X			Anticipates problems & makes contingency plans		X	
Keeps superior and others informed		X		Considers alternatives & consequences when making decisions		X	
COMMUNICATIONS				Takes reasonable risks to achieve results		X	
Listens & demonstrates understanding of information		X		Follows up on planned work		X	
Solicits & responds positively to constructive feedback		X		Produces required quantity of work		X	
Writes clearly and concisely		X		ADDITIONAL SKILLS			
Speaks clearly and concisely		X					

MANAGEMENT AND DEVELOPMENT OF STAFF (For Managerial employees only)

	A	B	C		A	B	C
SUPPORT AND EMPOWERMENT				DIRECTION AND GUIDANCE			
Involves employees in issues affecting them				Leads staff through example			
Provides regular & constructive performance feedback & coaching				Informs staff of relevant Dept./Div./Company information			
Makes training & other resources available to help employees develop				Helps subordinates set objectives that are challenging yet feasible			
Develops subordinates by delegating tasks down to the appropriate level				Asks staff for new ideas & to apply innovative work methods			
Encourages & capitalizes on individual diversity within the staff				Prepares timely & thorough performance appraisals			
Encourages subordinates to share information & help each other				Knows & applies Personnel Policies			

Describe & comment on the Managers "empowerment" of his/her staff.

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Howard Henry

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December 1994 - August 1995

III. OVERALL PERFORMANCE EVALUATION

On the basis of the preceding evaluation of performance against job responsibilities and objectives, rate this employee's performance during this review period.

- ☐ **S Superior Performance** Work performed shows extraordinary and exceptional accomplishments on a consistent basis. Results far above normal requirements of the position. If employee manages others, demonstrates outstanding abilities to manage and develop a staff.
- ☐ **Q+ Quality** Performance frequently exceeds while fully meeting expectations.
- ☒ **Q Performance** Performance meets and sometimes exceeds expectations. This is a performance expected of all Cyanamid employees.
- ☐ **Q-** Performance usually meets but sometimes falls below requirements for the job
- ☐ **N Performance That Needs Improvement** Work performed indicates a pattern of shortfalls that require improvement if the employee is to remain in this job. (If this rating is assigned, use the Personal Development Objective(s) to indicate what will be done to try to upgrade performance and the time-frame for this plan).

IV. EMPLOYEE COMMENTS ABOUT CAREER INTERESTS

IN ESSENCE, I DO FEEL ^{THIS} THAT REVIEW CANNOT FULLY CAPTURE THE TIME EFFORT AND DEDICATION I TRULY GAVE TO ACHIEVING THE GOALS SET, FOR A PARTICULAR PROJECT. I LOOK FORWARD TO CONTINUING TO IMPROVE AS A CHEMIST AND HOPE TO FURTHER MY KNOWLEDGE ON ALL ASPECTS OF CHEMICAL PROCESSES.

V. COMMENTS AND SIGNATURES

Employee's Signature: Your signature indicates that you have seen, reviewed, and discussed this appraisal with your manager and you have been given an opportunity to add your comments.

Employee: Signature

Date

Appraised by (Manager): Signature

Date

Reviewed by (Next level Manager): Signature

Date

Comments: This space is provided for any additional job-related comments by the employee, manager, or reviewer. (Attach additional pages if needed).

PERFORMANCE PLANNING AND REVIEW FORM

NAME: <div style="text-align: center;">Howard Henry</div>	DIVISION/DEPARTMENT <div style="text-align: center;">W-AR- 982</div>		
JOB TITLE: <div style="text-align: center;">Chemist</div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;"> REVIEW PERIOD 12/94-8/95 </td> <td style="width: 50%; text-align: center;"> EMPLOYEE SOCIAL SECURITY NO. 124-62-2014 </td> </tr> </table>	REVIEW PERIOD 12/94-8/95	EMPLOYEE SOCIAL SECURITY NO. 124-62-2014
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I. PERFORMANCE PLAN AND RESULTS

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A. Performance Plan Objective(s)	B. Results Achieved	Rating
1. Assist in development and production of Oral Carbapenem lead CL 191,638 as required.	As required worked on several synthetic steps in the Kilolab to ensure preparation of 25 kg of CL 191,086 and kilogram quantities of pendant CL 192,287.	A
2. Evaluate and improve the synthesis of pendant used in production of Oral Carbapenem lead CL 191,638.	Implemented several changes in the process for formation of CL 191,058, a key intermediate. These changes resulted in improved yields and purities (80% to 95%).	E
3. Assure all steps in the synthesis of CL 191,638 are conducted in accordance with GMP guidelines. Supply documentation as necessary.	Assured all Kilolab steps were conducted according to GMP guidelines. Kept accurate documentation for all steps.	A
4. Evaluate and improve the process for of CL 192,363. Suggest and implement changes necessary for additional scale-up.	Evaluated several potential changes for formation of CL 192,363. Implemented and scaled-up reverse addition process to avoid problems of reaction variability.	A
5. Assist in development and production of carbapenem lead CL 191,983 as required.	Currently assisting in scale-up of CL 191,983. Initiated new campaign for preparation of 1 kg by January, 1996.	IP

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Howard Henry

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December 1994 - August 1995

A. Personal Development Objective(s)	B. Results Achieved	Rating
1. Participate in courses to improve knowledge of chemical reaction scale-up.	1. Attended course on "Basic Principles in Chemical Engineering". On own time is pursuing a degree in Chemical Engineering.	E

C. CHANGES TO THE PLAN**D. Manager Comments on Individual Performance****II. ANALYSIS OF PERFORMANCE SKILLS**

Review the list of skills on the next page and rate the employee:

A—Strength; B—Meets Requirements; or C—Needs Improvement.
 Leave blank if not applicable.

After rating all applicable skills, briefly explain below any skills rated as needing improvement.

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Howard Henry				Page 3				December 1994 - August 1995			
PERFORMANCE SKILLS CHECKLIST (Leave blank if not applicable)											
A = Strength B = Meets Requirements C = Needs Improvement											
	A	B	C		A	B	C				
QUALITY/CUSTOMER ORIENTATION				KNOWS THE JOB							
Seeks & responds to customer needs	X			Understands job requirements, skills, & procedures	X						
Measures progress & implements contingencies. Keeps on top of unit performance		X		Keeps current in job-related knowledge		X					
Gives necessary attention to accuracy & detail		X		Knows our industry & products		X					
Produces quality work - provides desired results & meets deadlines		X		MANAGES THE WORK PROCESS							
Challenges the status quo & suggests creative approaches		X		Actively promotes safe conditions & procedures		X					
Implements improvements & innovations	X			Sets challenging but realistic goals & work plans		X					
TEAMWORK				Establishes sound priorities for work		X					
Solicits & shares information needed by team members	X			Monitors & operates within budget & other controls	NA						
Helps others with work-related problems	X			GETS THE JOB DONE							
Respects & appreciates the diversity of colleagues & their ideas		X		Manages time effectively	X						
Gains the cooperation of others	X			Anticipates problems & makes contingency plans		X					
Keeps superior and others informed		X		Considers alternatives & consequences when making decisions		X					
COMMUNICATIONS				Takes reasonable risks to achieve results		X					
Listens & demonstrates understanding of information		X		Follows up on planned work		X					
Solicits & responds positively to constructive feedback		X		Produces required quantity of work		X					
Writes clearly and concisely		X		ADDITIONAL SKILLS							
Speaks clearly and concisely		X									
MANAGEMENT AND DEVELOPMENT OF STAFF (For Managerial employees only)											
SUPPORT AND EMPOWERMENT				DIRECTION AND GUIDANCE							
Involves employees in issues affecting them				Leads staff through example							
Provides regular & constructive performance feedback & coaching				Informs staff of relevant Dept./Div./Company information							
Makes training & other resources available to help employees develop				Helps subordinates set objectives that are challenging yet feasible							
Develops subordinates by delegating tasks down to the appropriate level				Asks staff for new ideas & to apply innovative work methods							
Encourages & capitalizes on individual diversity within the staff				Prepares timely & thorough performance appraisals							
Encourages subordinates to share information & help each other				Knows & applies Personnel Policies							
Describe & comment on the Managers "empowerment" of his/her staff.											
D-00128											

CONFIDENTIAL

Howard Henry

Page 4

December 1994 - August 1995

III. OVERALL PERFORMANCE EVALUATION

On the basis of the preceding evaluation of performance against job responsibilities and objectives, rate this employee's performance during this review period.

- ☐ **S Superior Performance** Work performed shows extraordinary and exceptional accomplishments on a consistent basis. Results far above normal requirements of the position. If employee manages others, demonstrates outstanding abilities to manage and develop a staff.
- ☐ **Q⁺ Quality** Performance frequently exceeds while fully meeting expectations.
- ☒ **Q Performance** Performance meets and sometimes exceeds expectations. This is a performance expected of all Cyanamid employees.
- ☐ **Q⁻** Performance usually meets but sometimes falls below requirements for the job
- ☐ **N Performance That Needs Improvement** Work performed indicates a pattern of shortfalls that require improvement if the employee is to remain in this job. (If this rating is assigned, use the Personal Development Objective(s) to indicate what will be done to try to upgrade performance and the time-frame for this plan).

IV. EMPLOYEE COMMENTS ABOUT CAREER INTERESTS

IN ESSENCE, I DO FEEL ^{THAT} THIS REVIEW CANNOT FULLY CAPTURE THE TIME EFFORT AND DEDICATION I TRULY GAVE TO ACHIEVING THE GOALS SET, FOR A PARTICULAR PROJECT. I LOOK FORWARD TO CONTINUE TO IMPROVE AS A CHEMIST AND HOPE TO FURTHER MY KNOWLEDGE ON ALL ASPECTS OF CHEMICAL PROCESSES.

I. COMMENTS AND SIGNATURES

Employee's Signature: Your signature indicates that you have seen, reviewed, and discussed this appraisal with your manager and you have been given an opportunity to add your comments.

Employee's Signature

Date

Appraised by (Manager): Signature

Date

Reviewed by (Next level Manager): Signature

Date

Comments: This space is provided for any additional job-related comments by the employee, manager, or reviewer. (Attach additional pages if needed).

NA7B45-RR11/94

D-00129

CONFIDENTIAL



WYETH-AYERST
RESEARCH

CONFIDENTIAL

PERFORMANCE PLANNING AND APPRAISAL

Howard Henry
Employee Name

September, 1995

Time Frame Covered From

September, 1996

To

Chemist
Employee's Job Title

Chemical Development
Department

Kevin McCoy
Appraiser's Name

Manager
Title

INSTRUCTIONS

See Procedures Checklist (Page 1A) and
Program Definitions (Page 1B).

Performance Appraisal Plan (Continued)

Employee Name

Howard Henry

Date: 12/96

At the beginning of the performance review period, the employee and supervisor are to jointly agree upon a Performance Appraisal Plan by completing as appropriate for the job Part A - Performance standards/Objectives (page 2) and Part B - Management Performance Standards (page 2A). After agreement on a Performance Appraisal Plan, the employee and supervisor

are to establish a Performance Development Plan (PDP) for each Division Director. Performance objectives are required to Division Directors and above and are optional for other positions. Performance standards must be challenging, requiring a stretch of effort, and in support of organizational goals. The team performance standard is required for all other positions. Performance standards/objectives for performance standards/objectives according to their relative importance to the overall performance rating. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating.

[illegible]

***See page 4 for rating definitions.**

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Team Member Performance Review

CONFIDENTIAL

D-00131

Performance Development Plan

- (1) This section must be completed for all positions at the beginning of the performance review period. Identify one to three development objectives that would enhance skills/knowledge for current job responsibilities or for developing professional growth. (i.e., better planning, improved communication, better collaboration, etc.)
- (2) Describe specific activities and target dates planned to support the development objective. Include job assignments, training, professional activities, etc. Describe supervisor's planned efforts to coach and assist the employee through the activities.
- (3) At the end of the performance review period, record results achieved for each development objectives.

Development Objectives	Development Activities	Development Results Achieved

The above Performance Appraisal Plan and (Parts A&B as applicable) and Performance Development Plan were developed and reviewed by:

Employee	Date	Appraiser	Date	Next Level of Review	Date
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Special Projects, Assignments or Responsibilities Added in Midyear (Optional)

- (1) List standards/objectives for special projects, assignments or responsibilities added between appraisals.
- (2) At the end of the performance review period, identify accomplishments for each performance standard/objective and rate them accordingly. See page 4 for rating definitions.

%	Performance Standards/Objectives	Performance Achieved	Rating

Interim Performance Discussion (Typically Completed in April/May)

Appraiser Comments:

<div style="display: flex; justify-content: space-between;"> <div>Employee Signature</div> <div>Date</div> <div>Appraiser Signature</div> <div>Date</div> </div>			
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D-00132

CONFIDENTIAL

Overall Evaluation / Performance Levels

Check One Box

☐**EXCEPTIONAL** - Performance results consistently exceed expectations. The employee goes well beyond parameters of the job and makes an exceptional contribution to the organization.☐**EXCEEDS EXPECTATIONS** - Performance results frequently exceed expectations. The employee frequently achieves more than what the job was designed to do.☒**AT EXPECTATIONS** - Performance results meet and may occasionally exceed expectations. The employee contributes a solid performance and accomplishes what the job was designed to do.☐**NEEDS IMPROVEMENT** - In some areas, performance results generally meet expectations, but improvement is needed in other areas to achieve a level of solid performance.☐**UNSATISFACTORY** - Performance results are significantly below expectations. Employee needs very close supervision and performance counseling. Immediate and sustained improvement is required.

Is this a performance progress evaluation for an employee who has been in the current job less than nine months? YES NO

Appraiser's Summary:

Mr. Henry has made solid contributions to the carbapenem project this past year. He has also increased his level of compliance with the tight GMP requirements now required in the lab. After the carbapenem project is completed, he should work on a project that will give him the opportunity to further broaden his skill level through increased responsibility.

Employee's Comments:

GOALS I WISH TO ATTAIN ARE FOLLOWING:
 TO IMPROVE ON ALL LEVELS I.E. GMP DOCUMENTATION
 INSTRUMENTATION
 TO PERFORM ABOVE EXPECTATIONS IN ALL FACETS OF MY
 PRESENT LEVEL

[Signature] 1/16/97

Employee Signature

Date

The employee's signature does not necessarily indicate agreement but only indicates the evaluation was fully discussed.

[Signature]

Associate Director

1/16/97

Appraised By (Signature and Title)

Date

Next Level of Review Comments:

[Signature]

[Signature]

Next Level of Review (Signature and Title)

Date

PLEASE BE INFORMED THAT YOUR PERFORMANCE APPRAISAL MEASURES YOUR JOB PERFORMANCE ONLY. THE FACT THAT THE COMPANY APPRAISES YOUR PERFORMANCE NEITHER GUARANTEES NOR PROMISES EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. YOUR EMPLOYMENT IS "AT WILL" AND YOU HAVE THE RIGHT TO TERMINATE YOUR EMPLOYMENT AT ANY TIME AND WYETH-AYERST RETAINS A SIMILAR RIGHT.

D-00133

CONFIDENTIAL



PROJECT TEAM MEMBER PERFORMANCE REVIEW

CONFIDENTIAL

Team Member Name	Howard Henry	Project Team	Carbapenem
Department	Chemical Development	Time Period Covered	9/95 - 9/96
Supervisor	Kevin McCoy	Project Leader	R. Krishnan

I. TEAM MEMBER REVIEW:

Performance Criteria	The team member achieves more than expected when ...	Performance meets expectations when ...	Performance needs improvement when ...	Exceptional Exceeds Expectations At Expectations Below Expectations Unsatisfactory
1. Team Responsibilities and Commitments	Work is completed early, resulting in a project time-line reduction. Extra effort is made to secure resources needed to meet or exceed the project time-line.	Commitments as agreed are met on-time. Team objectives are not delayed.	Work is unnecessarily delayed, late or incomplete.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2. Technical, Scientific and/or Commercial Contribution	Innovative application of specialized information contributes to meeting the project objectives by leading to a change or breakthrough.	Specialized information provided to the project is logical, reliable and verifiable.	Specialized information provided to the project contains flaws or omissions or is inconsistent.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3. Problem Solving	Extra effort is given toward solving team problems. Innovative ideas contribute to problem resolution.	Information/ideas for solving problems are openly expressed; criticisms are constructive toward solving problems.	Information/ideas for solving problems are openly expressed; criticisms are constructive toward solving problems.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
4. Documents/ Presentations	Reader/listener concerns and questions are anticipated and addressed.	Written documents/ presentations for the project are clear, understood and received well by others.	Documents/presentations contain errors or omissions causing problems.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5. Communication	Others' points of view are considered by asking questions to clarify and by acknowledging differences. Extra effort is made to communicate in a manner that increases team effectiveness.	Information important to the project is communicated to those who need it. Ideas and messages are presented without bias and are understood.	Important information is not communicated or messages/ideas are not clear.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6. Team/Line Interface	Extra effort is made by anticipating issues/needs and by communicating both directions early and often.	Line is made aware of team needs. Team is informed of key line issues/constraints.	Line is not informed of team needs and/or team is not made aware of line issues/constraints.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
7. Working Relationships	Constructive working relationships are established even in the most difficult situations and with the most difficult people.	Working relationships important to the project are established and are cooperative and productive. Disagreements are resolved with concern for achieving team objectives.	Working relationships are strained, or important relationships are not established.	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
8. Meeting Participation	Extra effort is made to be present, on-time and prepared.	Team's work continues without interruption or delay as a result of regular meeting attendance and preparation.	Missing meetings and/or lack of preparation results in loss of group effectiveness or delay.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Project Leader

R. Krishnan

Date

12/03/97

D-00134

CONFIDENTIAL

II. PROJECT LEADER COMMENTS ON TEAM MEMBER'S SPECIAL CONTRIBUTIONS AND OVERALL PERFORMANCE: (Optional)

Good Team member. Works well with other team members. Continues to learn process development.

III. TEAM MEMBER COMMENTS: (Optional)

Team Member

Date

Supervisor

Date

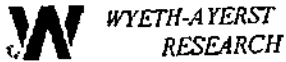
- PROJECT TEAM MEMBER PERFORMANCE REVIEW PROCEDURES -

1. Each project team member and his/her line supervisor agree to a weighting of importance for a "project team member performance standard" based upon the extent of project team responsibilities. This is to occur when the individual is initially assigned project team "core member" status and thereafter as a part of the annual performance planning process as long as the individual remains a core member of a project team.
2. As scheduled, at the end of the performance review period, the project leader (Project Manager/Project Director) completes the *Project Team Member Performance Review Form* and sends it to the team member's line supervisor who forwards a copy to the team member. A *Project Team Member Performance Review Form* will be completed for each project team on which an individual is a core team member.
3. The line supervisor uses the completed *Project Team Member Performance Review Form(s)* to evaluate performance results for the project team member performance standard and reviews its contents with the team member as a part of the annual performance appraisal discussion.

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D-00135

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✓
PERFORMANCE PLANNING AND APPRAISAL

Howard Henry
Employee Name

September, 1996 September, 1997
Time Frame Covered From To

Scientist II - Chemist
Employee's Job Title

Chemical Development
Department

Kevin McCoy
Appraiser's Name

Associate Director
Title

INSTRUCTIONS

See Procedures Checklist (Page 1A) and
Program Definitions (Page 1B).

D-00136

CONFIDENTIAL

Performance Appraisal Plan (Continued)

Employee Name:

Howard Henry Date

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At the beginning of the performance review period, the employee and supervisor are to jointly agree upon a Performance Appraisal Plan by completing as appropriate for the job Part A - Performance standards/Objectives (page 2) and Part B - Management Performance Standards (page 2A). After agreement on a Performance Appraisal Plan, the employee and supervisor are to establish a Performance Development Plan (page 3) and sign page 3 (See page 1A for further instructions.)

Part A – Performance standards are to be developed for all positions below Division Director. Performance objectives are required to Division Directors and above and are optional for other positions. Performance standards/objectives must be challenging, requiring a stretch of effort, and in support of organizational goals. The team performance standard is required for all drug development project team core members and optional for members of other teams. Agree upon percentage weights for performance standards/objectives according to their relative importance to the overall performance results for the job. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. The management team should complete dates and milestones as needed.

PART A - Performance Standards/Objectives				Target date (Objectives Only)	Performance Achieved	Rating*
60	Performs all work under moderate to limited supervision from project leader. Executes lab experiments to support scale-up work as needed. Uses skills to setup and operate kg-scale equipment. Completes work by the assigned date while meeting quality objectives and complying with GMP regulations.				Mr. Henry made major contributions to the OCA-983 and Fracting projects this past year. He received a special recognition award for his work on the OCA-983 project. His efforts were critical during prep'n of the second and third kg of compound.	At Expectations
20	Maintains comprehensible, accurate and complete records of all work. Writes reports as assigned. Enters data into REACCS database as required. Keeps project leader and team members informed of progress and problems on a timely basis.				Hawie made good progress towards compliance with tightened GMP rules, however he still needs to make further progress towards achieving a higher level of compliance. Specifically, logbooks need to be completely filled in at the time of execution.	At Expectations
10	Performs all work safely. Keeps all work areas neat, clean and organized.				Hawie has done a good job, organizing the GMP stream area and maintaining good housekeeping in GMP.	At Expectations
10	Works efficiently to maximize use of time and resources.				Hawie recently earned his BS degree in chemical engineering after many years of night school. His hard work during this time showed a commitment to his job in chemical development.	At Expectations
	Team Performance - (Appraiser is to establish a weighting for the importance of participation on teams. As applicable, incorporate ratings from the Project Team Member Performance Review form completed by the Project Team-Leader).					

* See page 4 for rating definitions.

*See page 4 for rating definitions.

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Use page 2B for additional standards/objectives as appropriate.

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PAP 67. Doc

Performance Development Plan

- (1) This section must be completed for all positions at the beginning of the performance review period. Identify one to three development objectives that would enhance skills/knowledge for current job responsibilities or for developing professional growth. (i.e., better planning, improved communication, better collaboration, etc.)
- (2) Describe specific activities and target dates planned to support the development objective. Include job assignments, training, professional activities, etc. Describe supervisor's planned efforts to coach and assist the employee through the activities.
- (3) At the end of the performance review period, record results achieved for each development objectives.

Development Objectives	Development Activities	Development Results Achieved
Enhance analytical skills using HPLC, GC and KF instruments.	Make frequent use of HPLC, GC and KF instruments.	Have developed solid skills in the use of these analytical tools.

The above Performance Appraisal Plan and (Parts A&B as applicable) and Performance Development Plan were developed and reviewed by:

Employee	Date	Appraiser	Date	Next Level of Review	Date
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Special Projects, Assignments or Responsibilities Added in Midyear (Optional)

- (1) List standards/objectives for special projects, assignments or responsibilities added between appraisals.
- (2) At the end of the performance review period, identify accomplishments for each performance standard/objective and rate them accordingly. See page 4 for rating definitions.

%	Performance Standards/Objectives	Performance Achieved	Rating

Interim Performance Discussion (Typically Completed in April/May)

Appraiser Comments:

Employee Signature		Date	Appraiser Signature		Date
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D-00138

Overall Evaluation / Performance Levels

Check One Box

☐**EXCEPTIONAL** - Performance results consistently exceed expectations. The employee goes well beyond parameters of the job and makes an exceptional contribution to the organization.☐**EXCEEDS EXPECTATIONS** - Performance results frequently exceed expectations. The employee frequently achieves more than what the job was designed to do.☒**AT EXPECTATIONS** - Performance results meet and may occasionally exceed expectations. The employee contributes a solid performance and accomplishes what the job was designed to do.☐**NEEDS IMPROVEMENT** - In some areas, performance results generally meet expectations, but improvement is needed in other areas to achieve a level of solid performance.☐**UNSATISFACTORY** - Performance results are significantly below expectations. Employee needs very close supervision and performance counseling. Immediate and sustained improvement is required.

Is this a performance progress evaluation for an employee who has been in the current job less than nine months? YES (NO)

Appraiser's Summary:

Howie received a special recognition award and was promoted from a level 6 to a level 7 this past year. In addition, he was granted a BS in chemical engineering after many hard years of night school. He made solid contributions on both the OCA-983 and Fraction 6 projects in the kilo lab this past year. He should continue to strengthen his skills in the kilo lab as he progresses to a senior level chemist down the road.

Employee's Comments:

Employee Signature

Date

The employee's signature does not necessarily indicate agreement but only indicates the evaluation was fully discussed.

Appraised By (Signature and Title)

Date

Next Level of Review Comments:

Next Level of Review (Signature and Title)

Date

PLEASE BE INFORMED THAT YOUR PERFORMANCE APPRAISAL MEASURES YOUR JOB PERFORMANCE ONLY. THE FACT THAT THE COMPANY APPRAISES YOUR PERFORMANCE NEITHER GUARANTEES NOR PROMISES EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. YOUR EMPLOYMENT IS "AT WILL" AND YOU HAVE THE RIGHT TO TERMINATE YOUR EMPLOYMENT AT ANY TIME AND WYETH-AYERST RETAINS A SIMILAR RIGHT.

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CONFIDENTIAL



WYETH-AYERST
RESEARCH

CONFIDENTIAL



PERFORMANCE PLANNING AND APPRAISAL

Howard Henry

Employee Name

Scientist II - Chemistry

Employee's Job Title

Raghavan Krishnan

Appraiser's Name

October, 1997

Time Frame Covered From

Chemical Development

Department

Sr. Research Scientist II - Chemistry

Title

September, 1998

To

DEVELOPING QUALITY PERFORMANCE

INSTRUCTIONS

See Procedures Checklist (Page 1A) and
Program Definitions (Page 1B).

D-00140

CONFIDENTIAL

Performance Appraisal PlanEmployee Name Howard Henry Date _____

At the beginning of the performance review period, the employee and supervisor are to jointly agree upon a Performance Appraisal Plan by completing as appropriate for the job Part A - Performance Standards/Objectives (page 2) and Part B - Management Performance Standards (Page 2A). After agreement on a Performance Appraisal Plan, the employee and supervisor are to establish a Performance Development Plan (page 3) and sign page 3. (See page 1A for further instructions.)

Part A - Performance standards are to be developed for all positions below Division Director. Performance objectives are required for Division Directors and above and are optional for other positions. Performance standards/objectives must be challenging, requiring a stretch of effort, and in support of organizational goals. At least one standard/objective on safety should be included for each employee. The safety standard below may be used for individual contributors, or the one on page 2A may be used for supervisors and/or managers. The team performance standard is required for all drug development project team core members and optional for members of other teams. Agree upon percentage weights for performance standards/objectives according to their relative importance to the overall performance results for the job. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. Performance objectives require agreement upon target completion dates and milestones as needed.

%	PART A - Performance Standards / Objectives	Target Date (Objectives Only)	Performance Achieved	Rating*
60	Performs all work under moderate to limited supervision from project leader. Executes lab experiments to support scale-up work as needed. Uses skills to setup and operate kilogram scale equipment. Completes work by the assigned date while meeting quality objectives and complying with cGMP regulations.		Howard successfully prepared and wrote several operational/installation protocols for the kilo lab equipments from a cGMP standpoint. He installed the Rotovap R-152 and the vacuum oven DP-43 in the Kilo lab in 69 G. He worked with M. MacEwan to prepare the steroid sulfates and the lactose dilutions supporting the Premarin project. He has been extremely diligent in following the cGMP protocols on all the projects he has worked on.	Exceeds Expectation
20	Maintains comprehensible, accurate and complete record of all work. Writes reports as assigned. Enters data into the REACCS database as required. Keeps project leader and team members informed of progress and problems on a timely basis		Howard took the REACCS course this year and has entered data in the Chem D REACCS database. He has always kept the project leader and team members informed of the progress and problems on a timely basis.	At Expectation
10	Performs all work safely. Keeps all work areas neat, clean and organized.		Howard has been responsible for the house keeping of the kilo lab in Bldg. 69 G. He has done an excellent job of ensuring that the lab is neat, clean and organized. He made sure that all the equipments in 69 G were functioning and their calibrations were upto date as required by cGMP.	Exceeds Expectation
10	Works efficiently to maximize use of time and resources.		Howard must continue to work on his organizational skills and learn to use the resources he has effectively.	At Expectation
	Safety (Individual Contributors) - Work areas are maintained and work is conducted in compliance with W-AR safety rules and as required by job responsibilities for safety. Safety training classes are attended as required.			
	Team Performance - (Appraiser is to establish a weighting for the importance of participation on teams. As applicable, incorporate ratings from the <i>Project Team Member Performance Review</i> form completed by the Project Team Leader.			

Use page 2B for additional standards/objectives as appropriate.

*See page 4 for rating definitions.

Performance Development PlanEmployee Name Howard Henry

Date _____

- (1) This section must be completed for all positions at the beginning of the performance review period. Identify one to three development objectives that would enhance skills/knowledge for current job responsibilities or for developing professional growth. (i.e., better planning, improved communication, better collaboration, etc.)
- (2) Describe specific activities and target dates planned to support the development objective. Include job assignments, training, professional activities, etc. Describe supervisor's planned efforts to coach and assist the employee through activities.
- (3) At the end of the performance review period, record results achieved for each development objective.

Development Objectives	Development Activities	Development Results Achieved
Attend REACCS training course .	Learn to utilize REACCS to enter reactions in the data base	Howard attended REACCS training data base and is making attempts to enter reactions in the data base
Took an effective listening course conducted inhouse.		Has applied at work the principles of listening skills he learnt.

The above Performance Appraisal Plan and (Parts A & B as applicable) and Performance Development Plan were developed and reviewed by:

Employee _____ Date _____ Appraiser _____ Date _____ Next Level of Review _____ Date _____

Special Projects, Assignments or Responsibilities Added in Midyear (Optional)

- (1) List standards/objectives for special projects, assignments or responsibilities added between appraisals.
- (2) At the end of the performance review period, identify accomplishments for each performance standard/objective and rate them accordingly. See page 4 for rating definitions.

%	Performance Standards/Objectives	Performance Achieved	Rating

Interim Performance Discussion (Typically Completed in April/May)

Appraiser Comments

Employee Signature _____ Date _____	Appraiser Signature _____ Date _____
-------------------------------------	--------------------------------------

D-00142**CONFIDENTIAL**

Overall Evaluation / Performance Levels**Check One Box**

- ☐ **EXCEPTIONAL** - Performance results consistently exceed expectations. The employee goes well beyond parameters of the job and makes an exceptional contribution to the organization.
- ☒ **EXCEEDS EXPECTATIONS** - Performance results frequently exceed expectations. The employee frequently achieves more than what the job was designed to do.
- ☐ **AT EXPECTATIONS** - Performance results meet and may occasionally exceed expectations. The employee contributes a solid performance and accomplishes what the job was designed to do.
- ☐ **NEEDS IMPROVEMENT** - In some areas, performance results generally meet expectations, but improvement is needed in other areas to achieve a level of solid performance.
- ☐ **UNSATISFACTORY** - Performance results are significantly below expectations. Employee needs very close supervision and performance counseling. Immediate and sustained improvement is required.

Is this a performance progress evaluation for an employee who has been in the current job less than nine months?

☐ YES☒ NO**Appraiser's Summary:**

Howard applied his knowledge acquired in his B.S. (Chem Eng) very effectively in the kilo lab. He is a hard worker and completes all the assigned in a timely manner. He has learnt to use the REACCS database. His overall performance and contributions in the kilo lab exceeded expectations.

Employee's Comments:

Employee Signature

Date

11/23/98

The employee's signature does not necessarily indicate agreement but only indicates the evaluation was fully discussed.

Appraised by (Signature and Title)

Date

11/23/98

Next Level of Review Comments:

Next Level of Review (Signature and Title)

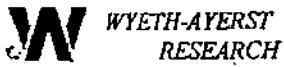
Assoc. Director

Date

12/1/98

PLEASE BE INFORMED THAT YOUR PERFORMANCE APPRAISAL MEASURES YOUR JOB PERFORMANCE ONLY. THE FACT THAT THE COMPANY APPRAISES YOUR PERFORMANCE NEITHER GUARANTEES NOR PROMISES EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. YOUR EMPLOYMENT IS "AT WILL" AND YOU HAVE THE RIGHT TO TERMINATE YOUR EMPLOYMENT AT ANY TIME AND WYETH-AVERST RETAINS A SIMILAR RIGHT.

D-00143



CONFIDENTIAL

PERFORMANCE PLANNING AND APPRAISAL

Howard Henry
Employee Name

October, 1998 September, 1999
Time Frame Covered From To

Scientist II - Chemist
Employee's Job Title

Chemical Development
Department

Kevin McCoy
Appraiser's Name

Associate Director
Title

INSTRUCTIONS

See Procedures Checklist (Page 1A) and
Program Definitions (Page 1B).

D-00144

CONFIDENTIAL

Performance Appraisal Plan (Continued)

Employee Name

Howard Henry

Date 06-JAN-00

At the beginning of the performance review period, the employee and supervisor are to jointly agree upon a Performance Appraisal Plan by completing as appropriate for the job Part A – Performance Standards/Objectives (page 2) and Part B – Management Performance Standards (page 2A). After agreement on a Performance Appraisal Plan, the employee and supervisor are to establish a Performance Development Plan (page 3) and sign page 3. (See page 1A for further instructions.)

Part A – Performance standards are to be developed for all positions below Division Director. Performance objectives are required to Division Directors and above and are optional for other positions. Performance standards/objectives must be challenging, requiring a stretch of effort, and in support of organizational goals. The team performance standard is required for all drug development project team core members and optional for members of other teams. Agree upon percentage weights for performance standards/objectives according to their relative importance to the overall performance results for the job. For Division Directors and above, performance objectives will typically account for 60% or more of the overall performance rating. Performance objectives requiring agreement upon target completion dates and milestones as needed.

Performance objectives require agreement upon target completion dates and milestones as needed.				Target date (Objectives Only)	Performance Achieved	Rating*
PART A - Performance Standards/Objectives						
60	Performs all work under moderate to limited supervision from project leader. Executes lab experiments to support scale-up work as needed. Uses skills to setup and operate kg-scale equipment. Completes work by the assigned date while meeting quality objectives and complying with OMP regulations.				Howard spent six months of his review period assisting Diabness for the CMA-676 project. He was a member of the team responsible for the successful PAZ review of the investigation suite in Bldg. 904. In addition, he worked on various premarin support projects in the Kilo Lab and also assisted in Bldg. 240 design and construction activities, especially those activities related to equipment qualification.	At Expectations
20	Maintains comprehensible, accurate and complete records of all work. Writes reports as assigned. Enters data into REACCS database as required. Keeps project leader and team members informed of progress and problems on a timely basis.				Howard always performs his work safely and also has continued to maintain and coordinate activities in Bldg. 690-Kilo Lab.	At Expectations
10	Performs all work safely. Keeps all work areas neat, clean and organized.				Howard has worked on improving his organizational skills and will continue to develop further skills to increase productivity.	At Expectations
10	Works efficiently to maximize use of time and resources.					
	Team Performance - (Appraiser is to establish a weighting for the importance of participation on teams. As applicable, incorporate ratings from the Project Team/Member Performance Review form completed by the Project Team Leader).					

Team Member Performance Review form completed by the

Page 2

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PAP 67. DOC

Performance Development Plan

- (1) This section must be completed for all positions at the beginning of the performance review period. Identify one to three development objectives that would enhance skills/knowledge for current job responsibilities or for developing professional growth. (i.e., better planning, improved communication, better collaboration, etc.)
- (2) Describe specific activities and target dates planned to support the development objective. Include job assignments, training, professional activities, etc. Describe supervisor's planned efforts to coach and assist the employee through the activities.
- (3) At the end of the performance review period, record results achieved for each development objectives.

Development Objectives	Development Activities	Development Results Achieved
Learn more about facility/equipment qualification.	Work for BioProcess for six months as part of CSH-676 facility qualification team.	Participated on team which led to a successful PAT review for the conjugation facility.
Become more proficient with application of chemical engineering principles to pharmaceutical development	Assist in Bldg. 240 design and construction efforts. Assist in heat transfer model program.	Assisted in bldg. 240 engineering activities. Also assisted in development of a heat transfer model for use in predicting temperature profiles for highly exothermic react.

The above Performance Appraisal Plan and (Parts A&B as applicable) and Performance Development Plan were developed and reviewed by:

Employee	Date	Appraiser	Date	Next Level of Review	Date
----------	------	-----------	------	----------------------	------

Special Projects, Assignments or Responsibilities Added in Midyear (Optional)

- (1) List standards/objectives for special projects, assignments or responsibilities added between appraisals.
- (2) At the end of the performance review period, identify accomplishments for each performance standard/objective and rate them accordingly. See page 4 for rating definitions.

%	Performance Standards/Objectives	Performance Achieved	Rating

Interim Performance Discussion (Typically Completed in April/May)

Appraiser Comments:

<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div>Employee Signature</div> <div>Date</div> <div>Appraiser Signature</div> <div>Date</div> </div>			
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D-00146

Overall Evaluation / Performance Levels

Check One Box

☐**EXCEPTIONAL** - Performance results consistently exceed expectations. The employee goes well beyond parameters of the job and makes an exceptional contribution to the organization.☐**EXCEEDS EXPECTATIONS** - Performance results frequently exceed expectations. The employee frequently achieves more than what the job was designed to do.☒**AT EXPECTATIONS** - Performance results meet and may occasionally exceed expectations. The employee contributes a solid performance and accomplishes what the job was designed to do.☐**NEEDS IMPROVEMENT** - In some areas, performance results generally meet expectations, but improvement is needed in other areas to achieve a level of solid performance.☐**UNSATISFACTORY** - Performance results are significantly below expectations. Employee needs very close supervision and performance counseling. Immediate and sustained improvement is required.Is this a performance progress evaluation for an employee who has been in the current job less than nine months? YES (NO)**Appraiser's Summary:**

Howard has been assigned to oversee and coordinate process equipment qualification work for Bldg. 240. He will interact very strongly with the contract validation company and W-A Global Engineering to ensure all equipment is qualified properly and according to schedule. Since attaining a chemical engineering degree, Howard has transitioned from a chemist to engineer and is expected to play a key role in the new development facility, Bldg. 240.

Employee's Comments:


Employee Signature

07-JAN-00

Date

The employee's signature does not necessarily indicate agreement but only indicates the evaluation was fully discussed.




Associate Director

05-JAN-00

Date

Appraised By (Signature and Title)

Next Level of Review Comments:


Vice President

6-JAN-00

Date

Next Level of Review (Signature and Title)

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D-00147

AMERICAN HOME PRODUCTS CORPORATION

PERFORMANCE PLANNING AND APPRAISAL**Howard Henry**

2000

1/00

12/00

Employee's Name

Review Period

From

To

☐ Check this box if this Performance Plan and Appraisal is being prepared for a new employee or for an employee who is new to their current assignment ("new" = less than six months in current assignment).

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Production Engineer**Dept. 640**

Employee's Job Title

Division / Department

Walter Wardrop**Production Manager**

Appraiser's Name

Title

Section I – Performance Objectives/ Responsibilities and Results

A. Performance Objectives, Responsibilities, Expectations See Attached "CHP Staff Objectives - Supervisor"	B. Results Achieved	C. Rating (1-5)*
Financial	Howard is responsible for all the equipment used for Train 1 manufacturing – purchasing and maintaining. Failure to keep the equipment running would result in costly downtime - he has kept downtime to a minimum.	3
Customer Service	> 90% Bulk Attainment achieved during this time period. Target goals for cycle time and throughput have been achieved through the attention and efforts of all the Train 1 management. Howard's efforts as the engineer directly impact our ability to meet customer service requirements.	3
Innovation, Learning and Accountability	Howard was hired as the Train 1 Engineer. He has proven to be a quick learner and has spent considerable time learning the equipment and the operation. He has accepted responsibility and accountability for keeping the equipment running. When downtime has occurred, he has displayed the sense of urgency to initiate corrective actions in a timely fashion and see the job through to completion. What he does not know, he is eager to learn. He has spent time training with Rich Musa and Pete McGarrigle, who have both been department engineer at some point, and is training to be Jean Colas' backup support.	3

A. Performance Objectives, Responsibilities, Expectations See Attached "CHP Staff Objectives - Supervisor"	B. Results Achieved	C. Rating (1-5)*
Housekeeping / cGMP	Howard's role in housekeeping and cGMP is in how he responds to problems. As such, he responds quickly to compliance issues and repairs.	3

Section II – Work Behaviors Exhibited: Company Success Factors

1. Accountability/Commitment (Sets high standards of performance, pursues aggressive goals, works hard to achieve them, takes pride in their work, takes ownership, meets deadlines, follows through, is dependable)	Rating (1-5)* 3	8. Innovation (Uses imagination and creativity, takes reasonable risks, takes initiative to make things better, appropriately challenges status quo)	Rating (1-5)* 3
2. Adaptability/Flexibility (Demonstrates a willingness to shift priorities according to changes in business needs, adjusts well to ambiguity and change, open to different ideas/approaches)	3	9. Inspires Trust (Follows through on commitments, assumes responsibility for one's actions, communicates in an authentic manner, respects confidentiality)	3
3. Business Acumen (Demonstrates having a good understanding of the industry and operations of the organization, is technically proficient, understands and incorporates a global perspective to work)	3	10. Planning and Problem Solving (Analyzes, thinks strategically, clarifies priorities, gathers relevant information, utilizes diverse input, synthesizes approaches)	3
4. Collaboration (Fosters teamwork, facilitates constructive discussion, recognizes contributions, proactively shares ideas and information, seeks out others' input, shares knowledge)	3	11. Respect for Others and Inclusion (Treats others as they would wish to be treated, values/supports diversity and an inclusive work environment, respects others' esteem when addressing problems)	3
5. Customer Focused (Identifies internal and/or external "customer" needs, meets customer expectations, seeks customer feedback)	3	12. Effective People Management (For supervising managers only) (Hires and retains high quality employees, sets performance expectations, coaches and provides ongoing feedback and recognition, drives the performance management process, facilitates development and career opportunities)	3
6. Effective Communication (Actively listens, relays complete information clearly and simply, responds to non-verbal cues, validates others' viewpoints)	3	13. Adheres to Code of Conduct (Adheres to the letter and spirit of our Company Code of Conduct when completing work assignments)	Yes
7. Individual Leadership (Demonstrates personal initiative, energizes others, leads by example, maintains a positive and "can do" attitude, takes responsibility for own development, addresses challenging situations)	3	14. Other:	

Write specific observations related to the Success Factors, commenting on both areas of strength and opportunities for development.

Howard is in the early stages of his learning curve as a production engineer. He has spent the majority of his time learning Train 1's equipment and operations. He has displayed that he has good leadership skills, is a good team member and is innovative. He is very flexible and able to shift priorities, as required. He follows direction well and shows a great deal of dedication and devotion to his work. He works well with the other managers and is working on developing a relationship with the operators. He displays a great deal of enthusiasm to learn about the job and to succeed.

Opportunities for improvement include management training, creating effective relationships with the department support groups, learning more about the operation and attending the Supervisor Development Curriculum courses.

Section III – Summary of Performance

In determining the overall rating for performance, consider the following four factors:

- ◆ The ratings for results achieved (Section I)
- ◆ The ratings for demonstration of Success Factors on the job (Section II)
- ◆ The impact of the employee's performance on the business
- ◆ The comparative importance of the results produced to the results produced by others in the work group

Results Achieved ("What" was accomplished) Expected results (goals, objectives, standards) based on job responsibilities and assignments	Behavior Exhibited ("How" the employee worked with others) Per Company Success Factors: Accountability, Integrity, Flexibility, Business Acumen, Collaboration, Customer Focus, Communication, etc.	Overall Rating
Significantly Above Target ◆ Far exceeded objectives, responsibilities, expectations	Role Model ◆ Consistently demonstrated and inspired others to demonstrate the Success Factors	
Above Target ◆ Exceeded objectives, responsibilities, expectations	Accomplished ◆ Consistently demonstrated the Success Factors	
On Target ◆ Met objectives, responsibilities, expectations	Skilled ◆ Consistently demonstrated most of the Success Factors	3 Solid Performer <input type="checkbox"/>
Below Target ◆ Did not fully meet key objectives, responsibilities, expectations	Needs Development ◆ Requires improvement in some key Success Factors	
Significantly Below Target ◆ Did not accomplish most objectives, responsibilities, expectations ◆ <i>Immediate and sustained performance improvement required to remain in position</i>	Needs Significant Improvement ◆ Did not demonstrate success factors ◆ <i>Immediate and sustained performance improvement required to remain in position</i>	

Manager's Comments on Performance

Howard is a solid performer. In general, he has met the objectives, responsibilities and expectations that were set for him verbally when he accepted the engineer position. He has learned the basic functions of the engineer and has spent time on the floor learning the equipment and the operation. He accomplished several special projects: installing SOI and product tag holders on the Coating solution tanks, ordering and qualifying a Hepa-filter vacuum for the Blending area, pulling up an out-of-compliance carpet in the production area and refinishing the floor, and participating on the Continuous Coater design team. He also learned the MAXIMO system and initiates daily maintenance requests.

Howard is a conscientious worker who is willing to put in extra effort where needed. Howard works long days to help avoid equipment failure and the associated downtime, and to participate in central engineering projects such as the Littleford installation and Air Washer tie-ins. In the short time that he has been in LCH, Howard has shown himself to be an asset to the department and consistently demonstrates the Company Success Factors.

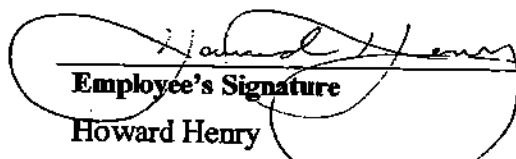

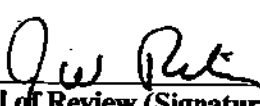
Employee Name **Howard Henry****Section IV – Focus for Development**

1. Identify areas for development that are critical for accomplishing next year's Performance Expectations:	
Development Objectives	Related Success Factors
Developing relationships with the Maintenance Dept.	4. Collaboration
Leadership and Management Skills	12. Effective People Management
Re-evaluate the operation and the equipment – look for better ways to perform the operation.	8. Innovation
2. Create a detailed development plan and discuss with your Manager by (date) January 31, 2001.	

Section V - Employee Comments

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VI - Required Signatures

 Employee's Signature Howard Henry	12/06/00 Date
Signature indicates you have seen, reviewed, and discussed this appraisal with your Manager and you have been given the opportunity for discussion.	
 Manager's Signature Walter Wardrop	12/6/00 Date
 Next Level of Review (Signature and Title) Comments (optional):	12/7/00 Date
Human Resources (If/ as required by Business Division)	Date

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(US & PR)

AMERICAN HOME PRODUCTS CORPORATION

PERFORMANCE PLANNING AND APPRAISAL

Howard Henry	2001	Jan	Dec
Employee's Name	Review Period	From	To

Employee's Social Security Number

☐ Check this box if this Performance Plan and Appraisal is being prepared for a new employee or for an employee who is new to their current assignment ("new" = less than six months in current assignment).

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Production Engineer	LCH/640
Employee's Job Title	Division / Department

Walter Wardrop	Production Manager
Appraiser's Name	Title

Section I – Performance Objectives/ Responsibilities and Results

A. Performance Objectives, Responsibilities, Expectations	B. Results Achieved	C. Rating (1-5)*
Financial Monitor material losses for attainment in yield metric Optimize scheduling of all labor to increase efficiency and decrease overtime (increase equipment uptime) Monitor and administrate Kronos System as required to assure correct payment of all personnel. Reduce material loss to achieve NMT 56K/quarter	Howard contributed to the financial success of the business by keeping the machines up and running by scheduling PMOs, etc around the production schedule. Downtime equals lost sales and higher costs. Howard kept production costs low by preventing unplanned downtime and negotiating the lowest cost with vendors.	4
Customer Service Participate in and support 100% Bulk Schedule Attainment Initiate all ERF's in full compliance with SOP200075. Participate in all MIR investigations as required. First time right quality of 92% or better.	Train 1 exceeded the Attainment metric, 98.8% against a goal of 90%. Train 1's Cycle Time met the metric of 15 days and Throughput Time was 37.5 days vs. a target of 45 days. Train 1 could not have met these metrics if equipment was idle or broken. Howard wrote CCPs to maintain the area and the equipment and initiated Capital Projects and various equipment improvements.	4
Innovation, Learning, and Accountability Demonstrate sustained error reduction in your area. Complete writing/revision of all SOP's and associated training as needed. Demonstrate consistent administration and enforcement of all department guidelines and expectations. Ability to coach and counsel problem employees for optimum performance. Demonstrate effective use of progressive discipline within contract guidelines. Insure appropriate training and skill checks for full compliance with Corporate Training Initiatives.	Managers set goals and objectives for the engineers, but they were self-motivated and self-directed on how to reach that goal. Howard was innovative and resourceful in finding and applying resources to achieve his goals. He actively sought out the information he needed on how to meet the best practices of the business. He maintained records of his work which I reviewed quarterly. He had no direct reports, but has actively participated with training the operators on new equipment such as the 10K Littleford.	4

Performance Planning and Appraisal 9-01

1

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D-00148

Section I – Performance Objectives/ Responsibilities and Results

A. Performance Objectives, Responsibilities, Expectations	B. Results Achieved	C. Rating (1-5)*
<p>Zone Management/cGMP Compliance & Quality Monitor and maintain your "Zone" in full compliance with SOP. Enforce all quality initiatives in your area and improve overall housekeeping and cGMP compliance among all operators. Insure "Tour Readiness" at all times. Reduce incidence of operator MIR's</p>	<p>Howard helped LCH improve its overall housekeeping in 2001. He reviewed the Daily Supervisor Checklists and Maintenance Zone Checklists and executed Corrective Actions. He scheduled general housekeeping improvements such as painting of production areas to maintain housekeeping compliance standards.</p>	4
<p>Safety: Safety index of 1.2 or better Conduct all Safety Meetings in compliance with corporate guidelines. Identify and correct high risk housekeeping /design issues.</p>	<p>Howard participated in all Safety Training, reported any safety violation he observed and executed corrective actions to keep the equipment running safely. LCH had a Safety Index of 3.3 vs. a target of 3.0.</p>	3
<p>Training: Complete >85% Training personally and for the dept.</p>	<p>Howard completed 54% of his personal training. Train 1 achieve 85% completed vs a goal of 85%.</p>	2

*See Section III

D-00149

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Employee Name Howard Henry

Section II – Company Values: Work Behaviors Exhibited

Values	Specific observations related to Company Values, including areas of strength and opportunities for development.	Rating* (1-5)
QUALITY: We are committed to excellence - in the results we achieve and in how we achieve them. <ul style="list-style-type: none"> Do your job right every time Focus on what's important Strive for continuous improvement Think strategically and execute flawlessly 	Howard was a very conscientious worker. He put quality into all of his work. He was committed to keeping the operation up and running and participated in activities outside of his job description to achieve those goals. He strategically planned all maintenance activity so it resulted in the least amount of production downtime. And he always looked for ways to improve the operation - equipment and process.	4
INTEGRITY: We do what is right for our customers, our communities, our shareholders and ourselves. <ul style="list-style-type: none"> Take responsibility for your actions Follow through on commitments Communicate in an open, honest and authentic manner Respect confidentiality 	Howard always tried to do the right thing for the business. He accepted accountability for his work and never shirked his responsibilities. He took direction well and always welcomed input into his performance. He completed his projects completely and on time. If they were late, he provided a reason and a new target completion date.	4
RESPECT FOR PEOPLE: We promote a diverse culture and an environment of mutual respect for our employees, our customers and our communities. <ul style="list-style-type: none"> Treat others with dignity and respect Embrace and encourage new ideas Cultivate talents of others/self Reward/recognize contributions of others Celebrate achievements of team/others 	If Howard has a single strength, it is his ability to work with people. He treated everyone with respect, listened to other's ideas, and made himself available to anyone who needed his time or expertise. He was a pleasure to work with and is well liked by all his co-workers. His ability to show compassion and touch his co-workers was evident when he led the department in prayer in the aftermath of the Sept. 11th WTC tragedy. He provided strength and support to those who needed it, even as he was concerned about the welfare of his own friends. He put the needs of others first - ahead of his own.	5
LEADERSHIP: We value people at every level who lead by example, take pride in what they do and inspire others. <ul style="list-style-type: none"> Be a role model Approach your job with passion and conviction Bring out the best in people Anticipate and adapt to change Demonstrate personal initiative Promote innovative thinking 	Howard did not have any direct reports; however, he displayed the leadership qualities listed. He was a member of the Continuous Coater Startup Team and he functioned well when he was asked to lead a team, such as the SOI writing committee. He inspired trust among his co-workers. As a leader or co-worker, Howard demonstrated his ability to lead as well as follow.	3
COLLABORATION: We value teamwork - working together to achieve common goals is the foundation of our success. <ul style="list-style-type: none"> Demand/demonstrate teamwork Be flexible and responsive Think and work across boundaries Share information freely Seek input and listen 	Howard functioned very well as a collaborator. He must deal with the needs and deadlines of many people. He collaborated with the Production Coordinator, the supervisors, maintenance, Unicco, etc. He found ways to minimize downtime through creative scheduling of work and multi-tasking. He displayed flexibility in 2001 as he continued to perform the role of Dept. Engineer and was assigned to the Continuous Coater Project. He adapted easily and quickly.	5

*See Section III

D-00150

Employee Name **Howard Henry****Section III – Summary of Performance**

In determining the overall rating for performance, consider the following four factors:

- ♦ The ratings for results achieved (Section I)
- ♦ The ratings for demonstration of Company Values on the job (Section II)
- ♦ The impact of the employee's performance on the business
- ♦ The comparative importance of the results produced to the results produced by others in the work group

Results Achieved ("What" was accomplished) Expected results (goals, objectives, standards) based on job responsibilities and assignments	Company Values: Behaviors Exhibited ("How" the employee worked with others) Quality, Integrity, Respect for People, Leadership, and Collaboration	Overall Rating
Significantly Above Target ♦ Far exceeded objectives, responsibilities, expectations	Role Model ♦ Consistently demonstrated and inspired others to demonstrate the Company Values	5 Outstanding <input type="checkbox"/>
Above Target ♦ Exceeded objectives, responsibilities, expectations	Accomplished ♦ Consistently demonstrated the Company Values	4 Exceeds Expectations <input checked="" type="checkbox"/>
On Target ♦ Met objectives, responsibilities, expectations	Skilled ♦ Frequently demonstrated most of the Company Values	3 Solid Performer <input type="checkbox"/>
Below Target ♦ Did not fully meet key objectives, responsibilities, expectations	Needs Development ♦ Demonstrated Company Values, but requires improvement in some key areas	2 Needs Improvement <input type="checkbox"/>
Significantly Below Target ♦ Did not accomplish most objectives, responsibilities, expectations ♦ <i>Immediate and sustained performance improvement required to remain in position</i>	Needs Significant Improvement ♦ Rarely demonstrated key Company Values and/or displayed inappropriate work behavior ♦ <i>Immediate and sustained performance improvement required to remain in position</i>	1 Unsatisfactory <input type="checkbox"/>

Manager's Comments on Performance

Howard grew as a Production Engineer this year. He was exposed to many more projects and disciplines than he was in 2000. Among his accomplishments this year were: Installed new agitators in the solutions tanks, engineered new discharge chutes in Coating, installation and start up of the Fettes, installed Bin Logs on the Littleford Bins, installed chart recorders on the 4th floor, construction of the Sodium Selenate room, participated in the Vertical Cell Startup, help define and write the job description for the Maintenance Engineer, and became a key member of the Continuous Coater startup team. He was assigned the task of writing all the SOPs and SOIs for the new coater and took several business trips to insure the smooth installation and startup of the unit. Howard established himself as a key member of LCH's management staff and his performance exceeded expectation in 2001. His technical expertise, flexibility and teamwork - plus he's just a all around nice guy - made him invaluable to the division and an asset to the company.

D-00151

Employee Name Howard Henry

Section IV - Employee Comments

Section V - Required Signatures

Howard Henry

Employee's Signature

Date

12/12/01

Signature indicates you have seen, reviewed, and discussed this appraisal with your Manager.

Walter Wardrop

Manager's Signature

Date

12/11/01

Jack Riley

Next Level of Review (Signature and Title)

Date

12/11/01

Comments (optional):

Human Resources (If / as required by Business Division)

Date

12/21/01

D-00152

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Section VI – Performance Planning - Next Review Period

Employee's Name _____

Review Period _____

Employee's Job Title _____

Division / Department _____

Manager's Name _____

Title _____

Section VII – Performance Objectives/ Responsibilities**Performance Objectives, Responsibilities, Expectations**

Quality Objective (Required):

Section VIII – Focus on Development

1. Identify areas for development that are critical for accomplishing next year's Performance Objectives, Responsibilities, Expectations

2. Create a detailed development plan and discuss with your Manager by (date) _____.

Signature & Date:

Employee _____ Manager _____ Next Level _____

D-00153

WyethPharmaceuticals &
Research

CONFIDENTIAL

Exempt/Nonexempt
(US & PR)**PERFORMANCE APPRAISAL****Howard Henry****1/1/02****12/31/02**

Employee's Name

Review Period

From

To

Employee's Social Security Number

☐

Check this box if this Performance Plan and Appraisal is being prepared for a new employee or for an employee who is new to their current assignment ("new" = less than six months in current assignment).

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Production Engineer**Manufacturing / Dept. 640 - Train 1**

Employee's Job Title

Division / Department

Walter Wardrop**Associate Director of Manufacturing**

Appraiser's Name

Title

Section I - Performance Objectives/ Responsibilities and Results

(*See Section III for Ratings Definitions)

A. Performance Objectives, Responsibilities, Expectations (SEE ATTACHED)	B. Results Achieved (SEE ATTACHED)	C. Rating (1-5)*
Writing of CTC SOP's	See Attached	4
On-time startup of the CTC	See Attached	4
Train operators in operation and cleaning of the CTC	See Attached	4
Optimize equipment uptime and utilization	See Attached	4
Monthly Attainment:	See Attached	4
To identify a Special Project of his own choosing based on departmental needs and compliance guidelines [within the span of his control] to devise and complete.	Howard never identified or completed a "Special Project, as assigned, despite several reminders.	2
MANDATORY FOR THOSE WHO MANAGE OTHERS: Prepared and conducted with each direct report a Performance Appraisal Discussion, Objective Setting Meeting and Developmental Plan Meeting	Prepared 2002 goals and objectives with Howard at the beginning of the year and conducted quarterly reviews.	3

D-00154

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Employee Name: Howard Henry

Section II – Company Values: Work Behaviors Exhibited

(*See Section III for Ratings Definitions)

Values	Specific observations related to Company Values, including areas of strength and opportunities for development.	Rating* (1-5)
QUALITY: We are committed to excellence - in the results we achieve and in how we achieve them. <ul style="list-style-type: none"> Do your job right every time Focus on what's important Strive for continuous improvement Think strategically and execute flawlessly 	As the Department Engineer, Howard was responsible for assuring that the equipment produced a Quality product. To this end, Howard responded to calls for assistance 24/7, often coming in during the night and weekends. Upon startup of the CTC, Howard helped eliminate the chipping and flaking problems that were identified in the early runs.	4
INTEGRITY: We do what is right for our customers, our communities, our shareholders and ourselves. <ul style="list-style-type: none"> Take responsibility for your actions Follow through on commitments Communicate in an open, honest and authentic manner Respect confidentiality 	Howard always tried to do what was best for the business, to the point of personal sacrifice. To get the CTC started on time, he worked all night to complete tasks and assignments. He worked the off shifts at my request to assure that the off shifts received the same level of training and attention that the day shift received.	4
RESPECT FOR PEOPLE: We promote a diverse culture and an environment of mutual respect for our employees, our customers and our communities. <ul style="list-style-type: none"> Treat others with dignity and respect Embrace and encourage new ideas Cultivate talents of others/self Reward/recognize contributions of others Celebrate achievements of team/others 	Howard was well liked and respected because of his experience, job knowledge and the way he treated everyone with respect. He publicly recognized people's achievements and acknowledged the contributions of others. He was respectful of those he worked with, as well as the organization itself.	4
LEADERSHIP: We value people at every level who lead by example, take pride in what they do and inspire others. <ul style="list-style-type: none"> Be a role model Approach your job with passion and conviction Bring out the best in people Anticipate and adapt to change Demonstrate personal initiative Promote innovative thinking 	Howard had no direct reports, but he led several teams including supervisors, operators and members of other disciplines. He demonstrated initiative and was passionate about his work, and tried to install that passion in others.	4
COLLABORATION: We value teamwork - working together to achieve common goals is the foundation of our success. <ul style="list-style-type: none"> Demand/demonstrate teamwork Be flexible and responsive Think and work across boundaries Share information freely Seek input and listen 	Howard collaborated very well with a variety of disciplines to startup and optimize the CTC. He interacted with supervisors, managers, engineers, support groups and vendors, among others. He maintained an excellent working relationship with all involved and did so with enthusiasm, energy and professionalism. He interacted especially well with the operators, seeking their input and collaboration from the beginning of the project.	5

D-00155

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Employee Name: Howard Henry

Section III – Summary of Performance

In determining the overall rating for performance, consider the following four factors:

- ♦ Ratings for results achieved - Section I
- ♦ Ratings for demonstration of Company Values on the job - Section II (How results were achieved is as important as what was accomplished.)
- ♦ Impact of the employee's performance on the business
- ♦ The comparative importance of the results produced to the results produced by others in the work group

Results Achieved ("What" was accomplished) Expected results (goals, objectives, standards) based on job responsibilities and assignments	Company Values: Behaviors Exhibited ("How" the employee worked with others) Quality, Integrity, Respect for People, Leadership, and Collaboration	Overall Rating
Significantly Above Target ♦ Far exceeded objectives, responsibilities, expectations	Role Model ♦ Consistently demonstrated and inspired others to demonstrate the Company Values	5 Outstanding <input type="checkbox"/>
Above Target ♦ Exceeded objectives, responsibilities, expectations	Accomplished ♦ Consistently demonstrated the Company Values	4 Exceeds Expectations <input checked="" type="checkbox"/>
On Target ♦ Met objectives, responsibilities, expectations	Skilled ♦ Frequently demonstrated most of the Company Values	3 Solid Performer <input type="checkbox"/>
Below Target ♦ Did not fully meet key objectives, responsibilities, expectations	Needs Development ♦ Demonstrated Company Values, but requires improvement in some key areas	2 Needs Improvement <input type="checkbox"/>
Significantly Below Target ♦ Did not accomplish most objectives, responsibilities, expectations ♦ <i>Immediate and sustained performance improvement required to remain in position</i>	Needs Significant Improvement ♦ Rarely demonstrated key Company Values and/or displayed inappropriate work behavior ♦ <i>Immediate and sustained performance improvement required to remain in position</i>	1 Unsatisfactory <input type="checkbox"/>

Manager's Comments on Performance

Howard was an "Accomplished" performer that consistently demonstrated the Company Values. His primary responsibility this year was the startup and optimization of the Continuous Coater (CTC). The CTC did start on time and Howard spent the remainder of the year resolving problems that were identified, including, tablet chipping, flaking, batch accountability, cleaning verification, operator training, etc. Several more projects are on-going, including next year's goals of a "single-pass" operation and "splitting" the CTC. Howard worked hard this year to achieve all the goals set for the CTC, demonstrating flexibility and dependability. Howard has been effective in achieving the goals set for him and he did so with enthusiasm, dedication, innovation and teamwork. Additionally, he is engaged in transferring his knowledge of the CTC to the Vertical Cell supervisors so that he can eventually hand off full accountability for running the unit to the functional area supervisors.

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Employee Name: Howard Henry

Section IV - Employee Comments

Section V - Required Signatures

Employee's Signature

Howard Henry

Date

1/22/03

Signature indicates you have seen, reviewed, and discussed this appraisal with your Manager.

Manager's Name / Signature

Walter Wardrop

Date

1/22/03

Next Level of Review (Signature and Title)

Andrew Schaschl, Director of Manufacturing

Date

1/23/03

Comments (optional):

Human Resources (If / as required by Business Division)

Date

1/24/03

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Section VI – Performance Planning - Next Review Period

Employee's Name _____

Review Period _____

Employee's Job Title _____

Division / Department _____

Manager's Name _____

Title _____

Section VII – Performance Objectives/ Responsibilities**Performance Objectives, Responsibilities, Expectations**

Section VIII – Focus on Development

1. Identify areas for development that are critical for accomplishing next year's Performance Objectives, Responsibilities, Expectations

2. Create a detailed development plan and discuss with your Manager by (date) _____.

Signature & Date:

Employee _____ Manager _____ Next Level _____

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